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# Methodological Approach for Evaluating Foresight Projects

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**RESEARCH WORKSHOP “FORESIGHT AND SCIENCE, TECHNOLOGY AND INNOVATION POLICIES: BEST PRACTICES”  
OCTOBER 13-14, 2011, MOSCOW, RUSSIA**

# Current evaluation approaches

## Scholars

## Approaches

- Ralph Tyler → Objectives-oriented evaluation
- Donald Campbell → Probing causes
- Michael Scriven → Goal-free evaluation
- Lee Cronbach → Evaluation within programmes
- Ernest House → Evaluating for justice
- Robert Stake → Responsive evaluation
- Joseph Wholey → Performance management
- Peter Rossi and Howard Freeman → Tailored evaluation, Theory-driven model
- Carol Weiss → Evaluation as enlightenment
- Egon Guba and Yvonna Lincoln → Constructivist evaluation
- John Owen and Faye Lambert → Participatory evaluation

(Evaluating Foresight: Fully-Fledged Evaluation of Colombian Technology  
Foresight Programme, 2010)

## The major steps

1. Is the project a foresight project or not?
2. The main characteristics of the project
3. Evaluation by sets

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4. Effectiveness and efficiency evaluation
5. SWOT
6. Evaluation summary and recommendations

## Step 1. Is the project a foresight project or not?

### Criteria used

#### The main criteria:

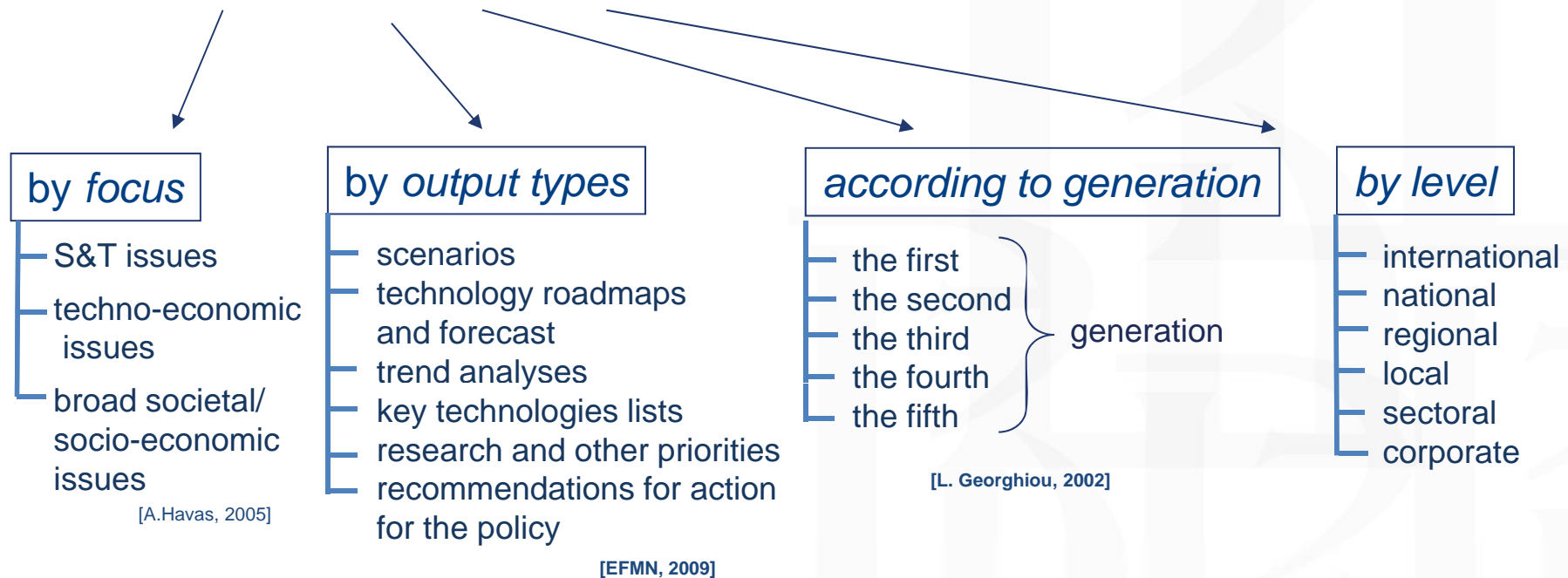
- ✓ *Participation*
- ✓ *Future-orientation*
- ✓ *Support to decision-making process*

#### *Facultative criteria:*

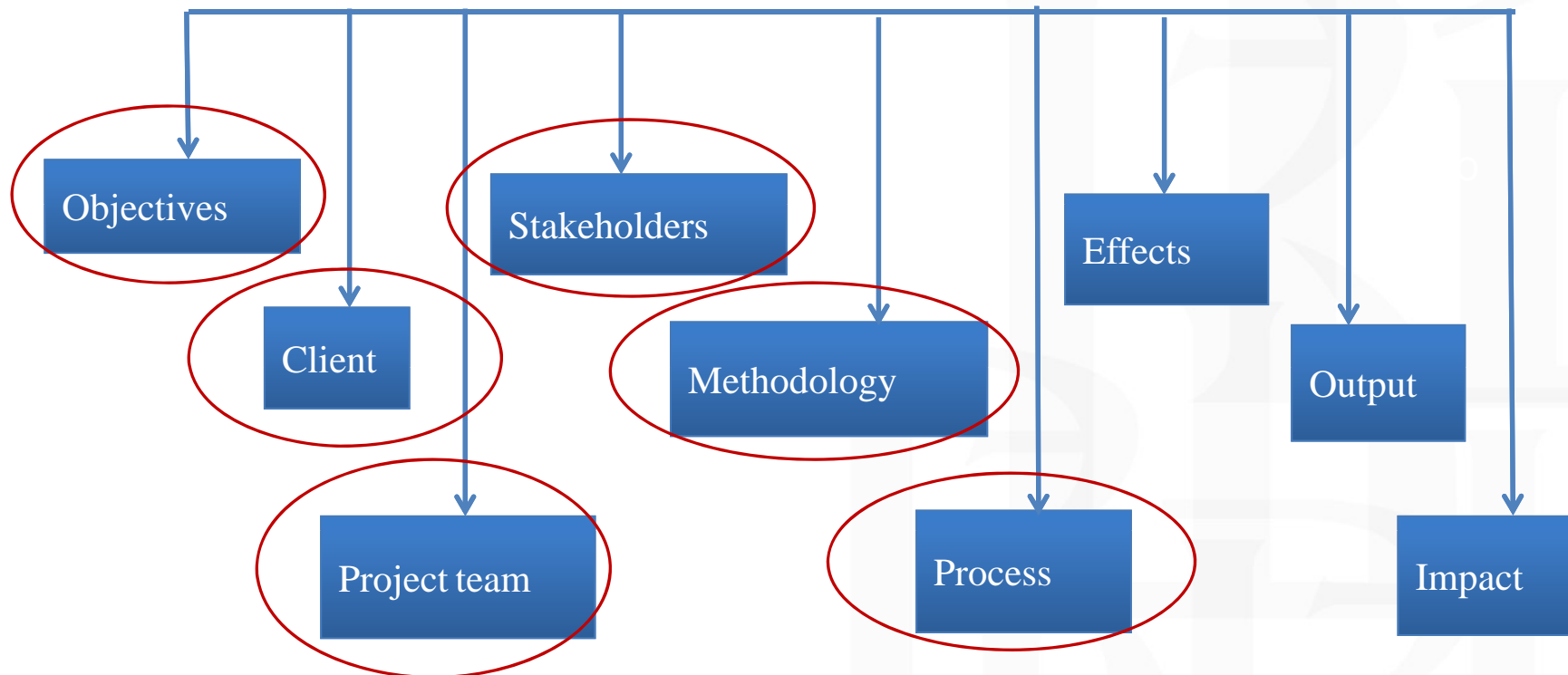
- ✓ *Networking*
- ✓ *Complex approach*
- ✓ *Mix of planning strategies, future studies and policy analysis*

## Step 2. The main characteristics of a project

- Initiator (type of organization, sector)
- Time (duration, horizon)
- Budget
- Classification



### The major sets for evaluation



### 6 dimensions for evaluation

#### Objectives

- Appropriateness
- Level of achievement
- Non-divergence
- Adequacy of formulation

#### Project team

- Level of education and qualification
- Experience level
- Level of dependence

#### Client

- Position of initiator
- Interaction with project team

#### Stakeholders

- Key institutions presence
- Key sectors involvement
- International, national, regional and local level presence

#### Methodology

- Relevance to objectives
- Variety of methods
- Inclusion methods from “foresight diamond”

#### Process

- Effectiveness of organisational structure
- Complexity of actions planning (including budget)

## Step 3. Evaluation by sets: objectives

| Criteria                       | Methods   | Scale   |
|--------------------------------|---|---|
| <b>Appropriateness</b>         | Interviews with stakeholders and/or project team members and/or experts | <p>Answering each question interviewees estimate level of “yes or no” at 0-2 point :</p> <ul style="list-style-type: none"> <li>✓How appropriate were the project objectives?</li> <li>✓Did the project objectives accurately address a stakeholder need?</li> <li>✓Were higher level community and government priorities addressed by the project?</li> <li>✓Were the strategic objectives well identified and properly transferred to tactical/operationalized objectives?</li> <li>✓Were the objectives appropriately addressed in the project?</li> </ul> |
| <b>Level of achievement</b>    | Evaluation through comparison with outputs                              | <ul style="list-style-type: none"> <li>✓All objectives are achieved (8-10 points)</li> <li>✓More than half of objectives are achieved (5-7 points)</li> <li>✓Less than half of objectives are achieved (1-4 points)</li> <li>✓Objectives are not achieved at all (0 points)</li> </ul>  |
| <b>Non-divergence</b>          | Interviews with experts   | “Yes” or “No”   |
| <b>Adequacy of formulation</b> |   |   |



## Step 3. Evaluation by sets: project team

| Criteria                                    | Methods                             | Scale  |
|---|-------------------------------------|--|
| <b>Level of education and qualification</b> | Analysis of information             | Share of each group of project team members according to education and qualification level   |
| <b>Experience level</b>                     |                                     | <ul style="list-style-type: none"> <li>✓ Does project team implement any foresight projects before?</li> <li>✓ What is experience level of each member of project team?</li> <li>✓ Were previous projects implemented by the team successful?</li> </ul> |
| <b>Level of dependence</b>                  | Interview with project team members | <ul style="list-style-type: none"> <li>✓ Strongly dependent from individual interests</li> <li>✓ Slight dependence from individual interests</li> <li>✓ Independent</li> </ul>   |

## Step 3. Evaluation by sets: client

| Criteria                             | Methods                             | Scale   |
|--------------------------------------|-------------------------------------|---|
| <b>Position of initiator</b>         | Analysis of information             | <ul style="list-style-type: none"> <li>✓ Neglectable in NIS</li> <li>✓ Medium powerful national position</li> <li>✓ Powerful national position</li> </ul>   |
| <b>Interaction with project team</b> | Interview with project team members | <ul style="list-style-type: none"> <li>✓ No interaction;</li> <li>✓ Interaction on project team's initiative;</li> <li>✓ Interaction on client's initiative;</li> <li>✓ Efficient interaction on mutual initiative</li> </ul> |

## Step 3. Evaluation by sets: stakeholders

| Criteria  | Methods  | Scale  |
|---|--|--|
| <b>Key institutions presence</b>                                  | Analysis of stakeholders' presence from different sectors  | Shares of stakeholders from <ul style="list-style-type: none"> <li>✓ science and academic community,</li> <li>✓ public sector and</li> <li>✓ business</li> </ul> |
| <b>Key sectors involvement</b>                                    | <ul style="list-style-type: none"> <li>✓ Expert survey to form list of key organizations;</li> <li>✓ Comparison the list and involved organizations</li> </ul> |  |
| <b>International, national, regional and local level presence</b> | Analysis of stakeholders' distribution according to level  |  |

## Step 3. Evaluation by sets: methodology

| Criteria   | Methods   | Scale   |
|--|---|---|
| <b>Relevance to objectives (or tasks)</b>                        | Matrix analysis   |   |
| <b>Variety of methods</b>  | Analysis of project (with comparison with world experience) | Number of used methods  |
|  | Analysis of principles of methods' selection                | <ul style="list-style-type: none"> <li>✓ Unstructured use of instruments;</li> <li>✓ Instruments used selectively;</li> <li>✓ Mix of different instruments</li> </ul> |
| <b>Inclusion methods from all corners of "foresight diamond"</b> | Analysis of methods applied                                 |   |

### Matrix analysis

| Methods      | Objectives |   |     |       |   |
|--------------|------------|---|-----|-------|---|
|              | 1          | 2 | ... | (n-1) | n |
| Method 1     |            |   |     |       |   |
| Method 2     |            |   |     |       |   |
| ...          |            |   |     |       |   |
| Method (n-1) |            |   |     |       |   |
| Method n     |            |   |     |       |   |

Does implementation of the method contribute to an achievement of the objective?

## Step 3. Evaluation by sets: process

| Criteria   | Methods  | Scale  |
|--|--|--|
| <b>Effectiveness of organisational structure</b>         | Interviews with project team members, experts survey | <ul style="list-style-type: none"> <li>✓ Effective</li> <li>✓ Partly effective (some changes have taken place during project realization)</li> <li>✓ Slightly effective (problems were identified, but necessary changes weren't made)</li> <li>✓ Ineffective</li> </ul> |
| <b>Complexity of actions planning (including budget)</b> |  | <ul style="list-style-type: none"> <li>✓ Planning was successful</li> <li>✓ There were some slight planning mistakes</li> <li>✓ There were serious planning mistakes</li> <li>✓ Planning was perfunctory</li> </ul>  |

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- **Evaluation of Russian Foresight studies as pilot case**
- **Analysis of impact of Foresight studies on country innovativeness, GDP among others**



Thank you  
for your attention!

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